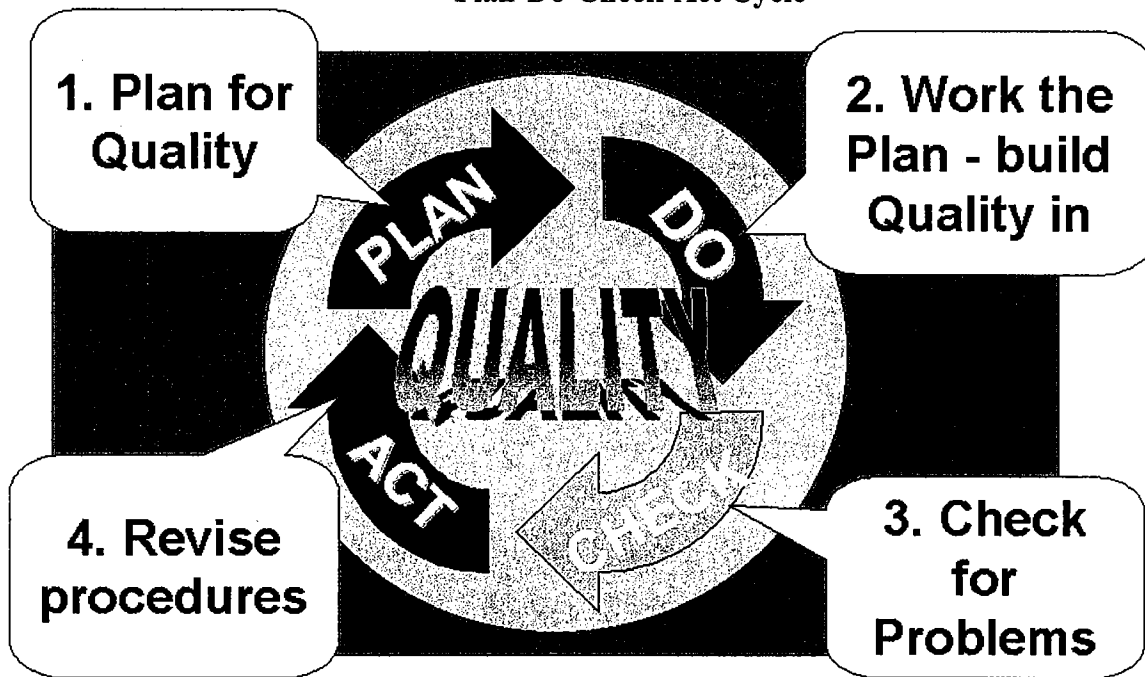


## APPENDIX B

### Plan-Do-Check-Act Cycle



1. **Plan:** We assign the right people with the right skills and tools to work on the right project. We plan for and build quality into our work at each step in the process. We use a systematic planning process to identify the customer's quality goals; develop an effective plan and processes to achieve those goals, and measure our attainment of the quality objectives. We help our customers to express their desired outcomes in objective, quantitative terms. We communicate with our customers to ensure mutual understanding of standards and processes. It is essential that the project team, which includes the customer, understand the costs and benefits of selected quality standards and the processes to be used to achieve mutual objectives. We identify appropriate standards and determine how to achieve them, consulting lessons learned on previous projects as appropriate. We consider the risk factors and complexity of each project, and adapt processes to provide the requisite level of quality. We consult, advise, and reach consensus with the customer before we do work. We use value engineering when it serves to increase the quality of our projects. The product of the planning phase is the project management plan (PMP).

2. **Do:** We then do the work according to approved PMPs and documented procedures. Our procedures are developed and documented with sufficient detail to ensure that actions are performed correctly and completely each time. Project and program execution is a dynamic process. The team must communicate and adapt to changing conditions and modify project plans to ensure project objectives are met. Quality management consists of executing a well-conceived and continually updated PMP.

3. **Check:** We perform sufficient independent technical review, management oversight, and verification to ensure that we meet the quality objectives documented in the PMP. Team members periodically check performance against the plan and verify sufficiency of the plan and actual performance to meet or exceed agreed-on objectives. After action reviews are conducted to facilitate sharing of lessons learned. Findings are shared with the project teams and other personnel to facilitate continuous improvement.

4. **Act:** We take specific corrective actions to remove the systemic cause of any non-conformance, deficiency, or other unwanted effect. We improve quality through systematic analysis and refinement of work processes. The process of continuous quality improvement leads to the refinement of the overall quality system. Quality improvements include appropriate revisions to quality management plans, alteration of procedures, and adjustments to resource allocations.